



PROJECT MANAGEMENT COACHING

development of management skills

Many organisations suffer from a shortage of skilled and experienced project managers. This can be temporarily overcome by using interim managers, but use of interims may in turn exacerbate the lack of internal skills.

What is coaching?

Coaching is a way in which a manager can benefit from alternative ideas and opinions, and the reasons behind them, from an experienced mentor. Coaching is mind-opening, not instructional. Through sharing the mentor's ideas, the manager becomes better able to make his own good decisions, on specific issues. Coaching styles may vary, but the goal is the same - more effective managers in your organisation.

It is a very effective way of bringing on talented people who are managing projects but have not gained much experience of the complexities of different project situations. It can also be highly beneficial to experienced project managers who appreciate the usefulness of talking through current and potential issues. All advice given is in confidence, building trust between manager and mentor.

We provide a coaching service to managers on a one-on-one basis. Individual requirements vary greatly, depending on the scope of the job to be done and the skills and experience of the manager being coached. The commitment may be for just a few hours per month, or for several days per month in total.

The service can include face-to-face discussions, telephone conversations and e-mail exchanges. In addition to ongoing advice and (e.g.) comments on draft presentations, etc., we expect areas for attention to be identified at regular (monthly) reviews.

Coaching is targeted. Because it is an integrated part of the manager's work pattern, rather than a classroom exercise, it can deal with specific gaps in experience or areas of concern.

Potential Benefits to the organisation and individuals include

- Non-threatening support - the coach is not part of the organisation
- Assistance with political issues and team dynamics
- Help to broaden perspectives, "out-of-box" thinking
- Extra support in crises
- Sounding board for ideas
- Help to walk-through scenarios, identify missed opportunities, hone action plans
- Overall confidence enhancement

Coaching retains management skills

Confidentiality builds trust

Targeted to actual issues

Individuals and Organisations benefit

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Development of management skills (contd.)

Experienced consultants

The coaches come from White Waghorn's extensive network of consultants that has been developed over the past 20 years. Coaches are highly experienced in project management, with practical knowledge of methods and tools.

Coaching Arrangements

White Waghorn matches the coach to the individual manager, agreeing the scope of each assignment and reviewing it from time to time. Effective charge rates are significantly lower than those from the big system integration and consultancy companies, and in most cases the calibre of person is higher. For example, we can offer the services of people who have held senior management positions in such companies and other leading organisations.

Economical in time and money

Coaching is tailored to meet the convenience of both parties. The coaching service is provided for a fixed monthly fee, agreed for a set period, based on a broad assessment of the time required. This method removes inhibitions from making specific requests for advice (i.e. no clock ticking away) and results in better value for money. The service is based on trust that it will not be mis-used, and is subject to periodic review by either party.

Other services

White Waghorn provide other business support services including:

- 'Focus on Service' which targets those business improvements which lead to improved customer satisfaction and retention
- Interim project management
- Project review

Quality & other services

White Waghorn has over 20 years experience of projects for customers including national and local government, healthcare authorities, and commercial companies in retail, insurance, financial, utility and other sectors.

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